

Ken Moraff

(b) (6)



Availability:
Job Type: Permanent
Work Schedule: Full-Time

Work Experience: **U.S. Environmental Protection Agency**
Boston, MA United States

Acting SES Director, Office of Ecosystem Protection 2/13 – present
Supervisor: Curt Spalding (Regional Administrator)

Okay to contact this Supervisor: Yes

Detail as Director of 140-member division including air, water, and climate change programs. Responsible for diverse functions including permitting, grant administration, oversight of state programs, and environmental standard-setting.

Acting Deputy Director, Office of Ecosystem Protection (GS-15)
8/05 – 2/13

Supervisor: Stephen Perkins

Okay to contact this Supervisor: Yes

Responsibilities: Deputy Director of division ranging from 140-170 staff, including numerous environmental programs: air, water, hazardous waste, pesticides, energy, climate change. Responsible for diverse functions including permitting, grant administration, oversight of state programs, and environmental standard-setting. Also responsible for internal operations including preparation of budgets, management of personnel matters, hiring and promotion, union negotiations, and human resource issues. Member of Region's Environmental Justice (EJ) Council, responsible for air and water sections of EJ Action Plan. As member of Region's leadership team (Office Directors and Deputy Directors), responsible for overall policy-setting and management of 650-member regional office.

Accomplishments:

- o Reduced backlog of Clean Water Act discharge permits by more than half; implemented strategy that increased permit staff productivity by 61% (measured by permits issued per FTE).
- o Chaired cross-divisional grants streamlining committee that identified inefficiencies and bottlenecks and implemented numerous efficiency measures.
- o Developed a first-in-the-country permitting program for unregulated

- discharges of stormwater causing severe environmental problems.
- o Successfully led an 18-member management team.
 - o Worked effectively with high-level officials including commissioners of state agencies, EPA Assistant Administrators, mayors, and members of Congress.
 - o Effectively represented EPA in numerous speaking engagements and in the press, including print media, radio, and television.

Acting SES Director, Office of Ecosystem Protection

2/09 – 10/09

Supervisor: Stephen Perkins [REDACTED]

Okay to contact this Supervisor: Yes

240-day detail as Director of 140-member division including air, water, and climate change programs. Responsible for diverse functions including permitting, grant administration, oversight of state programs, and environmental standard-setting.

Accomplishments: Effectively managed large, diverse division during a period of rapid change, including transition from one administration to another and implementation of an unprecedented economic stimulus program (much of the funding for which was administered within the division).

Enforcement Chief (GS-15)

6/97 – 8/05

Supervisor: Stephen Perkins

Okay to contact this Supervisor: Yes

Responsibilities: Chief of 100-member branch implementing air, water, hazardous waste, toxic substances, and wetlands enforcement programs throughout New England. Responsible for overseeing the work of inspectors and legal staff. Also responsible for administrative operations of the branch including preparation of budgets, management of personnel matters, hiring and promotion decisions, union negotiations, and human resource issues.

Accomplishments:

- o Led the development of "integrated strategies," which won national recognition for enhancing the effectiveness of enforcement by using it in strategic combination with other tools.
- o Focused on the development of large, high-impact cases, increasing the value of penalties and projects in lieu of penalties from \$3.7 million per year to \$13.4 million per year.
- o Developed innovative strategies to improve compliance by increasing the number of facilities conducting environmental audits -- increasing the New England region's share of the national total from 3% to 41% during implementation of these strategies.
- o Created database to analyze the distribution of EPA enforcement actions, and developed analytical techniques to create new performance measures for the enforcement program.
- o Worked effectively with high-level officials including commissioners of state agencies, EPA Assistant Administrators, mayors, and members of

Congress.

- o Built and successfully led a diverse team of six unit managers.
- o Effectively represented the agency in numerous speaking engagements and in the press, including print media, radio, and television.
- o Identified and successfully addressed interpersonal conflicts, including disputes between managers over areas of responsibility, and communication breakdowns between managers and staff.
- o Won the Lee M. Thomas Excellence in Management award, EPA's highest national award for management.

Acting Deputy Director, Office of Ecosystem Protection (GS-15) 1/04 – 4/04

Supervisor: Linda Murphy

Okay to contact this Supervisor: Yes

Responsibilities and accomplishments: 120-day detail as Acting Deputy Director of Office of Ecosystem Protection. For general responsibilities and accomplishments, see current position above. Most significant accomplishment during this 120-day detail was the development of the permit backlog reduction strategy referenced above.

Acting Deputy Director, Office of Environmental Stewardship (GS-15) 4/03-10/03

Supervisor: Stephen Perkins

Okay to contact this Supervisor: Yes

Acting Deputy Director of 140-member Office of Environmental Stewardship. Responsible for environmental enforcement and compliance assistance programs throughout New England. Also responsible for internal operations including preparation of budgets, management of personnel matters, hiring and promotion decisions, union negotiations, and human resource issues. Member of Region's Environmental Justice Council. As member of Region's leadership team (Office Directors and Deputy Directors), responsible for overall policy-setting and management of 700-member regional office.

Accomplishments:

- o Helped to integrate the work of the Region's enforcement and compliance assistance programs, ensuring a more strategic and effective use of compliance tools.
- o Successfully led a 10-member management team.
- o Worked effectively with high-level officials including commissioners of state agencies, EPA Assistant Administrators, mayors, and members of Congress.
- o Effectively represented the agency in numerous speaking engagements and in the press, including print media, radio, and television.

Special Assistant (GS-14)

9/95 – 6/97

Supervisor: John DeVillars

Okay to contact this Supervisor: Yes

Responsibilities: Special Assistant to the Regional Administrator.
Responsible for advising top regional officials on a variety of policy and management issues. Also responsible for coordinating work of multiple divisions on key Regional priorities.

Accomplishments:

- o Developed and implemented strategies to address key regional priorities.
- o Developed and implemented data system to track progress of high-priority work across all divisions.

Senior Assistant Regional Counsel (GS-14)

1991-95

Assistant Regional Counsel (GS-11 and GS-13)

1989-91

Supervisor: Jeffrey Fowley

Okay to contact this Supervisor: Yes

Responsibilities: Representing EPA in environmental enforcement and counseling matters throughout New England.

Accomplishments:

- o Member of legal team and then lead attorney in Boston Harbor case, at the time EPA's largest-ever enforcement case. Negotiated innovative settlement considered so significant that Vice President traveled to Boston to announce.
- o Nationally-recognized leader in law and policy concerning municipal sewer overflows, a \$200 billion enforcement issue. Consulted by Senate Environment Committee to advise on legislation. Developed innovative phasing approach used in numerous settlements of major enforcement cases.

City of Cambridge, Massachusetts

Deputy Counsel

1988 – 89

Assistant Counsel

1986 – 88

Supervisor: Margaret Drury

Okay to contact this Supervisor: Yes

Responsibilities: Conduct administrative hearings, develop policies, and prosecute enforcement matters concerning affordable housing in the City of Cambridge.

Accomplishments:

- o Developed searchable database of administrative decisions, to ensure consistent application of policy.

Education:

Harvard Law School Cambridge, MA

Professional 05/1986

Honors: Cum Laude

Cornell University Ithaca, NY
Bachelor's Degree 05/1983
Honors: Summa Cum Laude

Affiliations: Massachusetts Bar – Member